

TOWN OF BROOKLINE FY17 – FY22 PRELIMINARY CAPITAL IMPROVEMENT PROGRAM



December 15, 2015

CAPITAL IMPROVEMENT PROGRAM



- “Capital planning and budgeting is central to economic development, transportation, communication, delivery of other essential services, and environmental management and quality of life. Much of what is accomplished by local govt’s depends on a sound long-term investment in infrastructure and equipment.” – from ICMA’s *Capital Budgeting: A Guide for Local Governments*

HEADLINES

- Balanced \$154.99M Six-Year CIP (FY17–FY22)
- \$118.4M Devotion School project (adjusted to reflect revised MSBA grant estimate)
- \$6.3M for Classroom Capacity (\$1.03M in FY17 + \$5.3 FY18-FY22) primarily for lease/rental costs associated with the School's short-term space plan
- Debt Exclusions will be required for any future major elementary school project(s) and for a portion of any BHS project
 - CIP supports \$35.1M of Town funding for BHS project
- Even with the pressures caused by enrollment growth, continued investment in the Town's parks/ playgrounds, infrastructure, IT, Fire apparatus, and Fire stations
- Village Square / Gateway East project funded 100% with non-Town resources
 - CDBG (\$1M)
 - 2 Brookline Place off-site improvements (\$750K)
 - State TIP / Grants (\$4.4M)

MAJOR PROJECTS

- Fire Fleet Maintenance / Training Facility - \$4.5M (FY17)
- BHS - \$35.1M of Town funding + \$18.9M of State funding (FY17, FY19)
- Larz Anderson - \$8.4M (FY19, 21, Future Years)
- Classroom Capacity - \$6.3M (FY17-FY22)
- Gateway East / Village Square - \$7.1M - - all outside funding
- Brookline Reservoir Park - \$2.34M (FY17-18)
- Fire Sta. Renovations - \$2.3M (FY17-21)
- Riverway Park Ped/Bike Path - \$1.5M (FY17) - - all outside funding
- Robinson Playground - \$1.2M (FY19, 21)
- Fire Department's Tower #1 Replacement - \$800K (FY17)
- Parking Meter Upgrade \$804K (FY17)

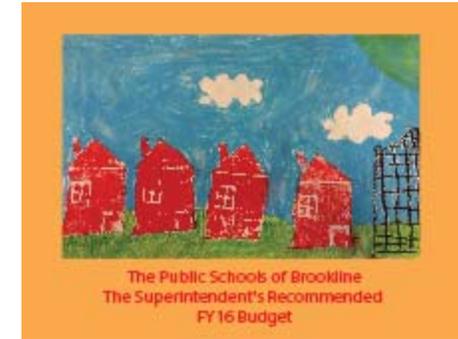
CONTINUED MAJOR INVESTMENT



- Parks & Open Space - \$2.M (non-project specific investment)
- Street & Sidewalk Rehab - \$21M
- Town/School Masonry/Fenestration - \$11.1M
- Town/School Roofs - \$5.5M
- Water & Sewer Infrastructure - \$4.5M -- enterprise fund
- Fire Apparatus - \$700K
- Information Technology - \$1.2M
- Tree Replacement - \$1.4M
- Energy Conservation - \$920K

INVESTMENT IN SCHOOLS

- \$86.6M 6-yr plan
- Funds major renovations/additions to the Devotion and High School
 - ▣ Debt Exclusion assumed for portions of both projects
- Debt Exclusions will be required for any future major elementary school project(s)
- The proposed Classroom Capacity account funds the rental/lease costs of off-site spaces for BEEP and Pierce and modulars at Baker



	Total	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
SCHOOL							
Furniture Upgrades	630,000	80,000	90,000	100,000	110,000	120,000	130,000
Town/School ADA Renovations	465,000	70,000	75,000	75,000	80,000	80,000	85,000
Town/School Elevator Renov. Program	550,000	275,000	275,000				
Town/School Energy Conservation Projects	920,000	170,000		180,000	185,000	190,000	195,000
Town/School Energy Management System	790,000	175,000	50,000	125,000	125,000	125,000	190,000
Town/School Bldg Envelope/Fenestration Rep	11,100,000	2,100,000	2,100,000	1,200,000	1,000,000	3,500,000	1,200,000
Town/School Roof Repair/Repl. Program	5,450,000			3,500,000		1,700,000	250,000
Town/School Bldg Security / Life Safety Sys	745,000	175,000	80,000	110,000	50,000	160,000	170,000
Town/School Compactor Replacements	150,000	50,000		100,000			
High School Addition - Town Share (non-Debt Excl)	36,237,500	1,137,500		35,100,000			
High School Addition - Town Share (Debt Excl)	-			TBD			
High School Addition - State Share (35%)	19,512,500	612,500		18,900,000			
Major K-8 Project(s)	-			TBD			
Driscoll School Rehabilitation	3,400,000		400,000	3,000,000			
Old Lincoln School Modifications	350,000	350,000					
Classroom Capacity	6,335,000	1,038,000	965,000	1,165,000	1,223,000	1,032,000	912,000
School Total	86,635,000	6,233,000	4,035,000	63,555,000	2,773,000	6,907,000	3,132,000

INVESTMENT IN PARKS



- 14 individual park projects totaling \$15.5M over the 6-yr period
- An additional \$4.3M in other parks/open space accounts

	Total	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
<u>Parks and Playgrounds</u>							
Brookline Reservoir Park	2,340,000	140,000	2,200,000				
Corey Hill Park	700,000	700,000					
Cypress Playground/Athl. Field	1,760,000					140,000	1,620,000
Emerson Garden Playground	770,000	770,000					
Harry Downes Field & Playground	990,000	80,000		910,000			
Heath School Playground Accessibility	-						
Kraft Family Athl. Field Turf Repl.	1,070,000				90,000	980,000	
Larz Anderson Park	4,900,000			2,700,000		2,200,000	
Murphy Playground	860,000		70,000	790,000			
Robinson Playground	1,175,000				100,000	1,075,000	
Schick Playground	1,060,000				1,060,000		
Soule Athletic Fields	705,000				70,000	635,000	
Parks/Playgrounds Rehab/Upgrade	1,845,000	300,000	305,000	305,000	310,000	310,000	315,000
Town/School Ground Rehab.	585,000	90,000	95,000	95,000	100,000	100,000	105,000
Tennis Courts / Basketball Courts	200,000			200,000			
Comfort Stations	250,000	200,000				50,000	
Public Works - Parks and Playground Sub-Total	19,210,000	2,280,000	2,670,000	5,000,000	1,730,000	5,490,000	2,040,000



INVESTMENT IN FIRE APPARATUS & FACILITIES

- Continues to modernize the Fire Department's fleet
 - ▣ Tower 1 replaced in FY17
 - ▣ 6 other pieces replaced over the past decade
 - ▣ Rehab program continues to be funded
- Funds construction of a new Fleet Maintenance Facility and the upgrades to the Training facility
- Mechanical, Electrical, Plumbing (MEP) funding included for all stations

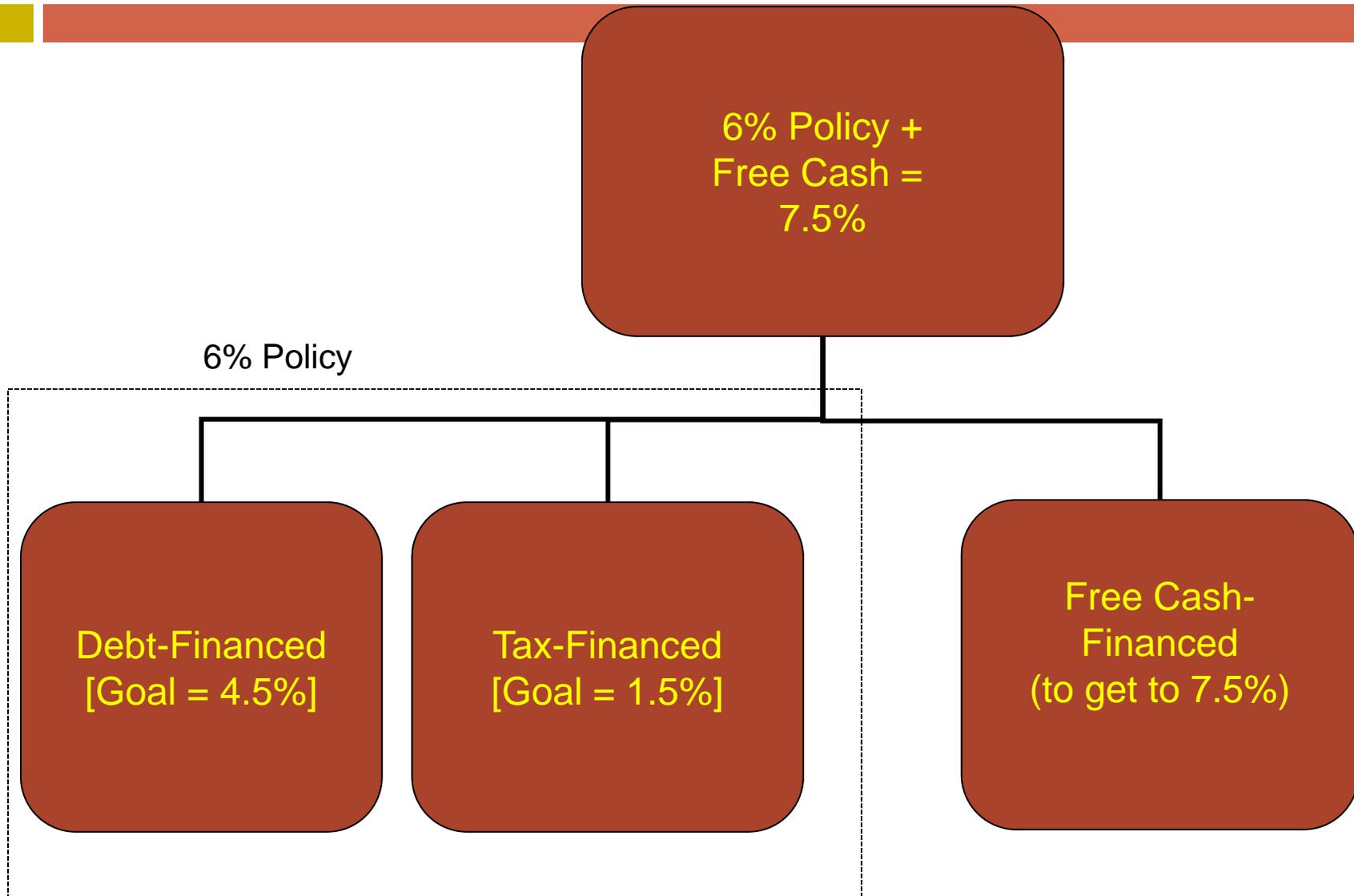
	Total	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
<u>PUBLIC SAFETY</u>							
Fire Apparatus Rehab	700,000				500,000	200,000	
Engine #6 Replacement	660,000			660,000			
Tower #1 Replacement	800,000	800,000					
Fire Station Renovations	2,265,000	670,000	580,000	385,000		630,000	
Training & Maintenance Facility	4,500,000	4,500,000					
Public Safety Total	8,925,000	5,970,000	580,000	1,045,000	500,000	830,000	-

INVESTMENT IN PUBLIC WORKS INFRASTRUCTURE

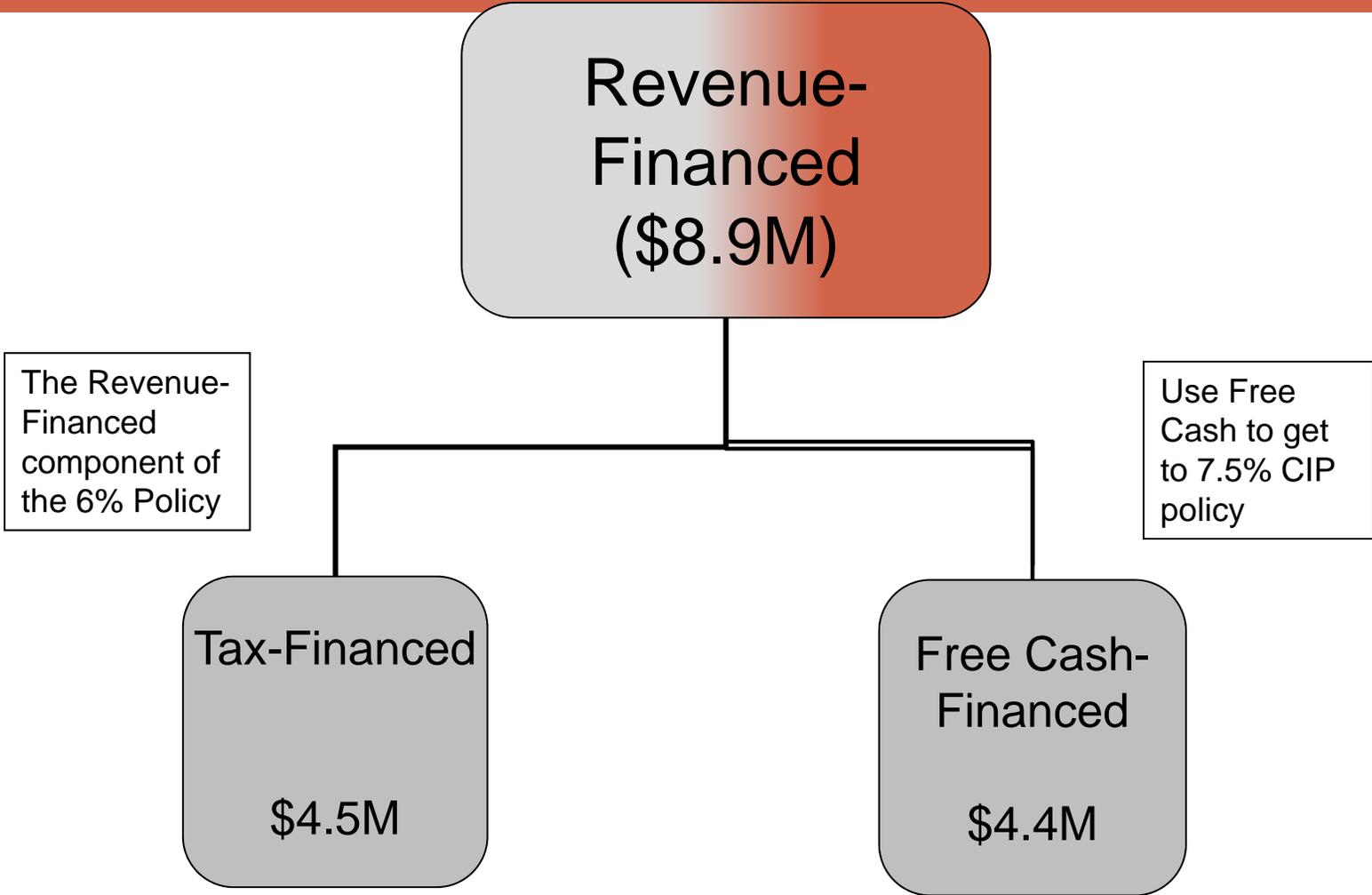
- Continues to follow the 2008 Override by increasing street and sidewalk funding by 2.5%/yr
- 38% (\$12.3M) of the \$32.8M funded with State/Fed monies
- Two significant projects: Gateway East/Village Square and Riverway Park Ped/Bike Path
- Continues to upgrade the Town's wastewater system

		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Gateway East/Village Sq. Circulation Improv. - CD	250,000	250,000					
Gateway East/Village Sq. Circulation Improv. - CD	750,000	750,000					
Gateway East/Village Sq. Circulation Improv. - Other	500,000	500,000					
Gateway East/Village Sq. Circulation Improv. - State	4,818,000	4,818,000					
Riverway Park Pedestrian/Bike Path - Fed	675,000	675,000					
Riverway Park Pedestrian/Bike Path - State	625,000	625,000					
Riverway Park Pedestrian/Bike Path - CD	200,000	200,000					
Commercial Area Improvements	275,000			125,000		150,000	
Traffic Calming / Safety Improvements	250,000		50,000	50,000	50,000	50,000	50,000
Bicycle Access Improvements	36,000	36,000					
Parking Meter Technology Upgrade	804,000	804,000					
Dean / Chestnut Hill Ave Signal	260,000	260,000					
Street Rehab - Town	10,380,000	1,630,000	1,670,000	1,710,000	1,750,000	1,790,000	1,830,000
Street Rehab - State	8,641,758	1,440,293	1,440,293	1,440,293	1,440,293	1,440,293	1,440,293
Sidewalk Repair	1,944,000	304,000	312,000	320,000	328,000	336,000	344,000
LED Streetlights	-						
Parking Lot Rehab.	-						
Winthrop Path Rehab.	65,000	65,000					
Singletree Hill Tank Improvements	830,000	340,000		490,000			
Stormwater Improvements	1,500,000	300,000	300,000	300,000	300,000	300,000	
Wastewater System Improvements	3,000,000			3,000,000			
TOTAL	35,803,758	12,997,293	3,772,293	7,435,293	3,868,293	4,066,293	3,664,293

7.5% CIP FUNDING POLICY

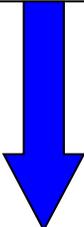


FY17 REVENUE-FINANCED COMPONENT



FY17 DEBT-FINANCED COMPONENT

The Debt-Financed component of the 6% Policy

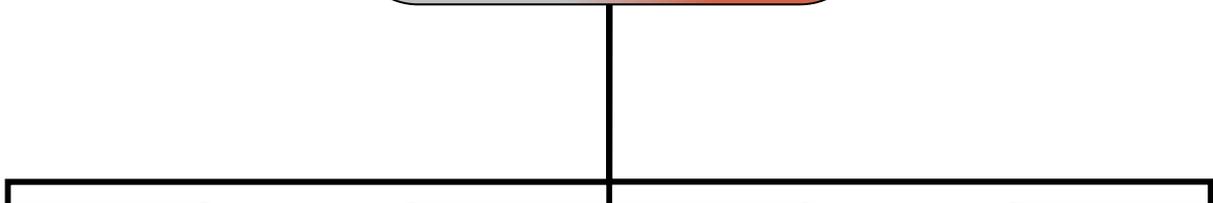


Debt Service
\$13.2M

**General Fund,
Non-Debt Exclusion**
\$9.6M

**General Fund,
Debt Exclusion**
\$1.05M

Enterprise Funds
\$2.5M



CIP FINANCING – FREE CASH

□ The FY17-FY22 CIP follows the Town’s Free Cash Policy:

1. Budget Reserve – ¼ of the annual budget reserve fund (“reserve fund”)
2. Unreserved Fund Balance / Stabilization Fund – maintain at minimum of 10% of revenue
3. Liability / Catastrophe Fund – maintain at 1% of net revenue
4. CIP – bring CIP funding up to 7.5% from the 6% CIP Policy
5. Affordable Housing Trust Fund – deposit if the fund balance is less than \$5M
6. Special Use – augment funds related to fringe benefits, go toward unfunded employee benefit liabilities, and other one-time uses, including add’l funding for the CIP and AHTF

Certification	\$7,811,538
1. Operating Budget Reserve	\$587,184
2. Unreserved Fund Balance/Stabilization Fund	\$2,500,000
3. Liability Reserve	\$144,322
4. Capital Improvements	\$3,523,105
5. <u>Affordable Housing Trust Fund</u>	\$158,539
Sub-Total	\$6,913,150
Amt available for Special Use (#6)	\$898,388
6. <u>Special Use:</u>	
Additional CIP	\$898,388
Amount Appropriated	\$5,311,538

\$4.4M of Free Cash for CIP



MULTI-YEAR CIP FUNDING SUMMARY (Gen Fund)

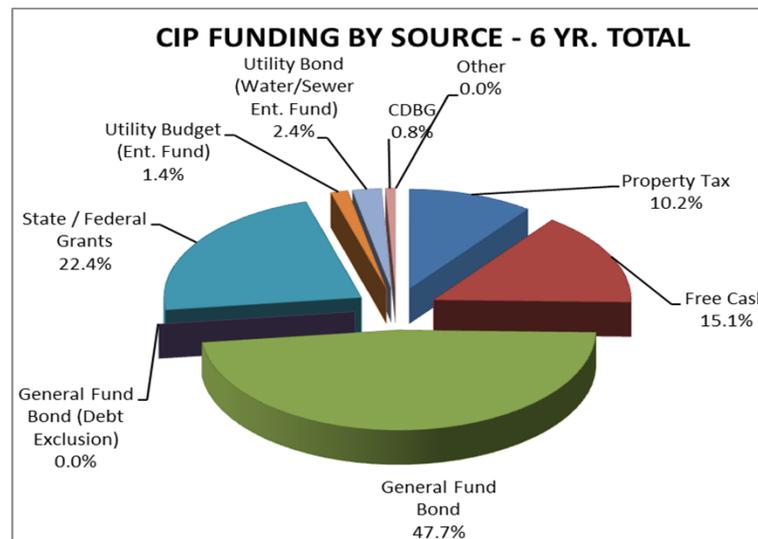
	2017	2018	2019	2020	2021	2022
6% Policy	14,092,420	14,705,985	15,189,826	15,748,939	16,259,635	16,749,011
Net-Debt*	9,634,539	12,265,068	12,766,752	13,865,585	13,620,554	14,691,007
% of Prior Yr Net Rev	4.10%	5.00%	5.04%	5.28%	5.03%	5.26%
Pay-as-you-Go	4,457,881	2,440,917	2,423,073	1,883,354	2,639,081	2,058,004
% of Prior Yr Net Rev	1.90%	1.00%	0.96%	0.72%	0.97%	0.74%
Free Cash	4,421,122	3,501,446	3,694,680	3,762,367	3,892,185	4,154,900
Debt Exclusion	1,048,400	1,020,800	4,505,739	4,469,139	3,517,539	3,517,539
TOTAL	19,561,942	19,228,230	23,390,245	23,980,445	23,669,359	24,421,450
CIP as a % of Prior Yr Net Rev	7.9%	7.4%	7.5%	7.4%	7.4%	7.5%
CIP as a % of Prior Yr Net Rev w/ Debt Excl	8.3%	7.8%	9.2%	9.1%	8.7%	8.7%

* Defined as General Fund debt less debt supported by a debt exclusion.

FINANCING SUMMARY

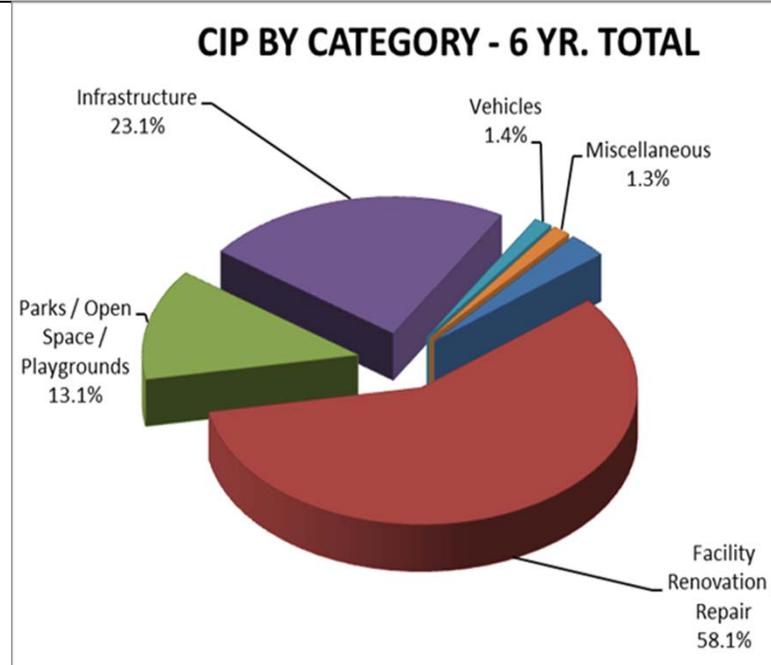
GRAND TOTAL BY SOURCE (in millions)

	FY17	FY18	FY19	FY20	FY21	FY22	TOTAL	% OF TOTAL
Property Tax	\$4.46	\$2.44	\$2.42	\$1.88	\$2.63	\$2.06	\$15.88	10.2%
Free Cash	\$4.42	\$3.50	\$3.69	\$3.76	\$3.89	\$4.15	\$23.43	15.1%
General Fund Bond	\$9.24	\$4.30	\$47.20	\$2.06	\$9.46	\$1.62	\$73.87	47.7%
General Fund Bond (Debt Exclusion)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
State / Federal Grants	\$8.67	\$1.44	\$20.34	\$1.44	\$1.44	\$1.44	\$34.77	22.4%
Utility Budget (Ent. Fund)	\$0.49	\$0.30	\$0.79	\$0.30	\$0.30	\$0.00	\$2.18	1.4%
Utility Bond (Water/Sewer Ent. Fund)	\$0.66	\$0.00	\$3.00	\$0.00	\$0.00	\$0.00	\$3.66	2.4%
CDBG	\$1.20	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1.20	0.8%
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
TOTAL	\$29.14	\$11.98	\$77.45	\$9.44	\$17.72	\$9.27	\$154.99	100%



CATEGORY SUMMARY

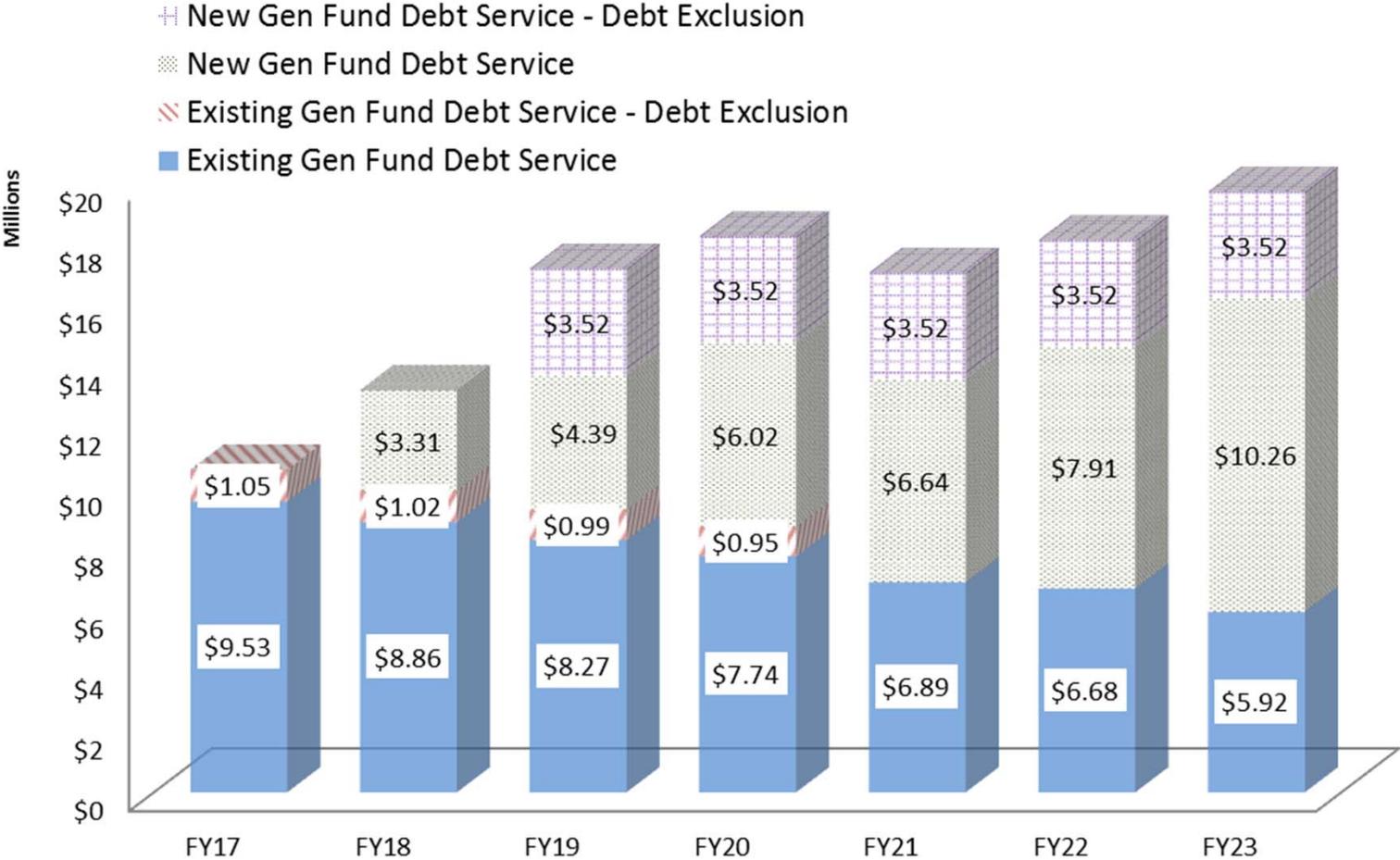
GRAND TOTAL BY CATEGORY (in thousands)								
	FY17	FY18	FY19	FY20	FY21	FY22	TOTAL	% OF TOTAL
New Facility Construction	\$4.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4.50	2.9%
Facility Renovation / Repair	\$7.94	\$5.04	\$63.84	\$2.79	\$7.47	\$3.00	\$90.08	58.1%
Parks / Open Space / Playgrounds	\$2.31	\$2.90	\$5.23	\$1.97	\$5.68	\$2.28	\$20.36	13.1%
Infrastructure	\$13.00	\$3.77	\$7.44	\$3.87	\$4.07	\$3.66	\$35.80	23.1%
Vehicles	\$0.80	\$0.00	\$0.66	\$0.50	\$0.20	\$0.00	\$2.16	1.4%
Miscellaneous	\$0.59	\$0.27	\$0.28	\$0.32	\$0.31	\$0.33	\$2.09	1.3%
TOTAL	\$29.14	\$11.98	\$77.45	\$9.44	\$17.71	\$9.27	\$154.99	100%



DEBT MANAGEMENT PLAN - Gen Fund (in millions)

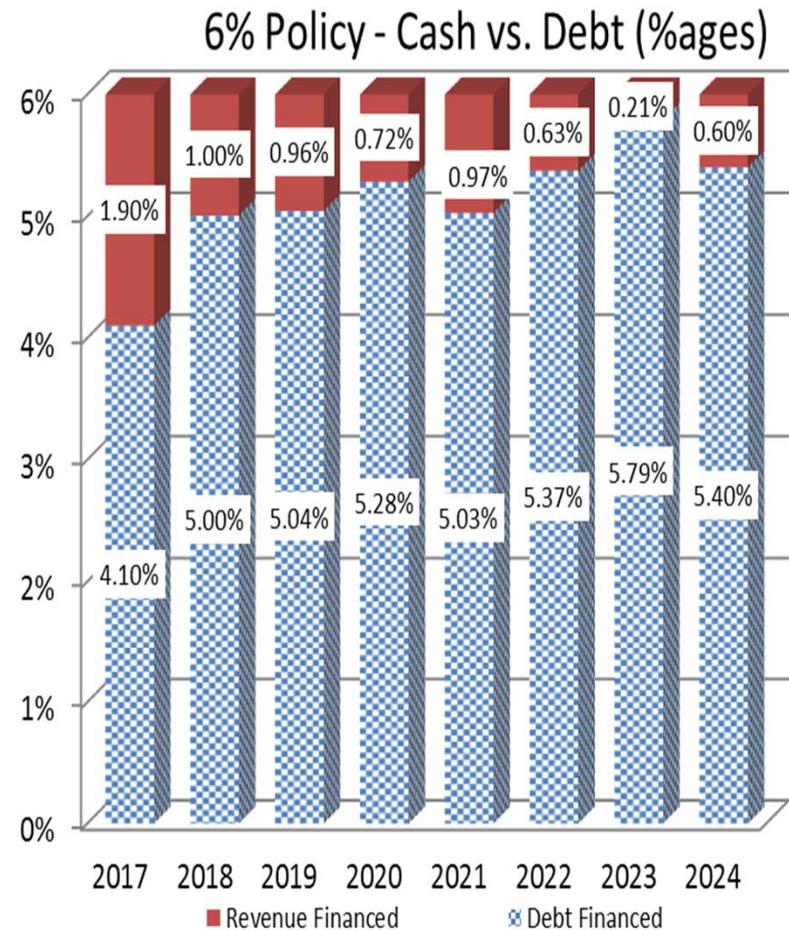
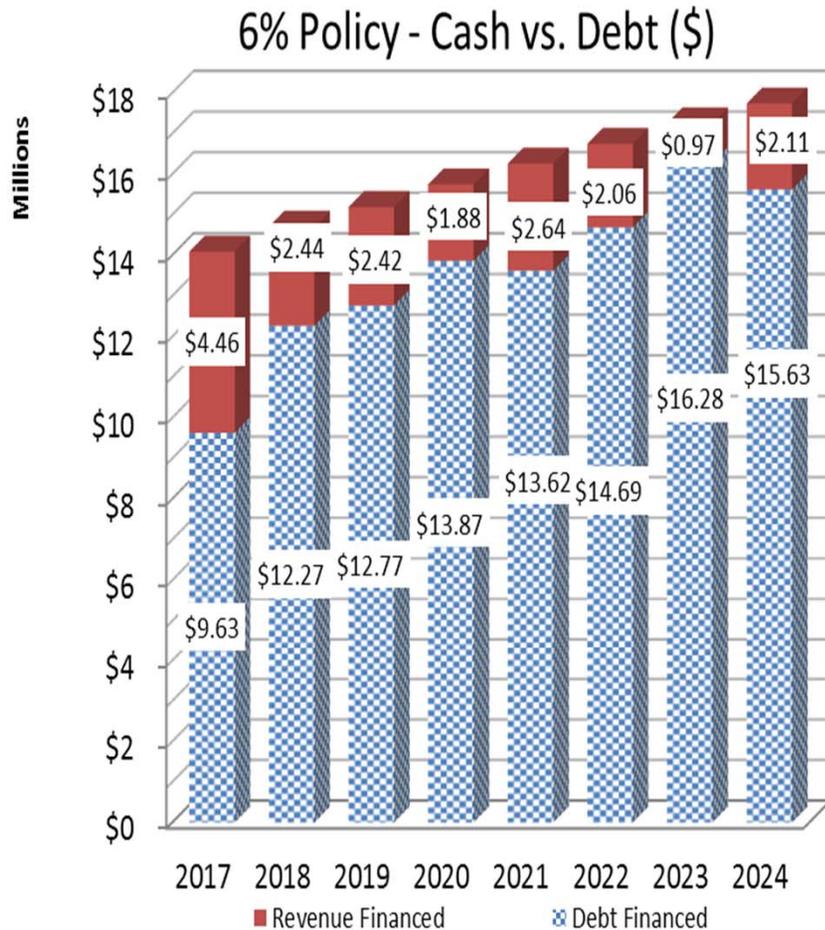
PROJECT	BOND AUTH.	BOND AMT	TERM	2017	2018	2019	2020	2021	2022	2023	2024	2025
<u>Funded Within 6% CIP Policy</u>												
Rear Landfill (previously authorized)	\$4.600	\$4.250	15	\$0.453	\$0.442	\$0.431	\$0.419	\$0.408	\$0.397	\$0.385	\$0.374	\$0.363
Old Lincol School (future authorization)	\$1.000	\$1.000	10	\$0.138	\$0.134	\$0.130	\$0.126	\$0.123	\$0.119	\$0.115	\$0.111	\$0.108
Pierce Playground (future authorization)	\$0.920	\$0.920	10	\$0.127	\$0.123	\$0.120	\$0.116	\$0.113	\$0.109	\$0.106	\$0.102	\$0.099
Roof Repairs/Replacements (future authorization)	\$1.050	\$1.150	10	\$0.165	\$0.161	\$0.156	\$0.152	\$0.147	\$0.143	\$0.138	\$0.134	\$0.129
Envelope/Fenestration Repairs (future authorization)	\$1.300	\$1.300	10	\$0.221	\$0.214	\$0.208	\$0.201	\$0.195	\$0.188	\$0.181	\$0.175	\$0.168
Devotion School (future authorization)	\$46.000	\$10.000	25	\$0.674	\$0.674	\$0.674	\$0.674	\$0.674	\$0.674	\$0.674	\$0.674	\$0.674
Carlton St. Footbridge (previously authorized)	\$1.400	\$1.245	10		\$0.177	\$0.172	\$0.167	\$0.162	\$0.156	\$0.151	\$0.146	\$0.140
Muddy River (previously authorized)	\$0.745	\$0.745	10		\$0.106	\$0.103	\$0.100	\$0.097	\$0.093	\$0.090	\$0.087	\$0.084
Corey Hill (future authorization)	\$0.700	\$0.700	10		\$0.100	\$0.097	\$0.094	\$0.091	\$0.088	\$0.085	\$0.082	\$0.079
Envelope/Fenestration Repairs (future authorization)	\$2.100	\$2.100	10		\$0.299	\$0.290	\$0.281	\$0.272	\$0.264	\$0.255	\$0.246	\$0.237
Devotion School (future authorization)	\$43.000	\$33.000	25		\$2.341	\$2.341	\$2.341	\$2.341	\$2.341	\$2.341	\$2.341	\$2.341
High School Addition - Feas./Schem. Des. (future authorization)	\$1.138	\$1.138	10		\$0.162	\$0.157	\$0.152	\$0.148	\$0.143	\$0.138	\$0.133	\$0.128
Tower #1 Replacement (future authorization)	\$0.800	\$0.800	10		\$0.121	\$0.118	\$0.114	\$0.110	\$0.107	\$0.103	\$0.099	\$0.096
Brookline Reservoir Park (future authorization)	\$2.200	\$2.200	10			\$0.314	\$0.304	\$0.295	\$0.285	\$0.276	\$0.267	\$0.257
Fire Maintenance/Training Facility (future authorization)	\$4.500	\$4.500	15			\$0.503	\$0.489	\$0.476	\$0.462	\$0.449	\$0.435	\$0.422
Envelope/Fenestration Repairs (future authorization)	\$2.100	\$2.100	10			\$0.299	\$0.290	\$0.281	\$0.272	\$0.264	\$0.255	\$0.246
Harry Downes (future authorization)	\$0.910	\$0.910	10			\$0.000	\$0.130	\$0.126	\$0.122	\$0.118	\$0.114	\$0.110
High School Addition (future authorization) - BAN	\$48.750	\$5.000	1				\$0.075	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
Larz Anderson Park (future authorization)	\$2.700	\$2.700	10				\$0.385	\$0.373	\$0.362	\$0.350	\$0.339	\$0.327

DEBT SERVICE – GENERAL FUND



6% POLICY SPLIT – DEBT-FINANCED vs “PAY-AS-YOU-GO”

- Debt Service for Devotion and High School constrains CIP in out-years



DEBT SERVICE – BREAKDOWN & % OF REVENUE

DEBT SERVICE AS A PERCENTAGE OF REVENUE

DESCRIPTION	FY13 (Act)	FY14 (Act)	FY15 (Act)	FY16 (Proj.)	FY17 (Proj.)	FY18 (Proj.)	FY19 (Proj.)	FY20 (Proj.)	FY21 (Proj.)	FY22 (Proj.)	FY23 (Proj.)
Total General Fund Supported Debt Service	9,804,995	9,297,870	9,389,799	9,270,546	10,682,939	13,285,868	17,272,491	18,334,724	17,138,093	18,208,546	19,797,032
a.) Exempt (Debt Exclusion) ¹	1,630,808	1,112,800	1,094,400	1,076,000	1,048,400	1,020,800	4,505,739	4,469,139	3,517,539	3,517,539	3,517,539
b.) Non-Exempt	8,174,187	8,185,070	8,295,399	8,194,546	9,634,539	12,265,068	12,766,752	13,865,585	13,620,554	14,691,007	16,279,493
Minus SBA Reimbursements	587,125	556,757	556,757	556,757	556,757	556,757	556,757	434,662	434,662	434,662	0
Net General Fund Debt Service	9,217,870	8,741,113	8,833,042	8,713,789	10,126,182	12,729,111	16,715,734	17,900,062	16,703,431	17,773,884	19,797,032
Water & Sewer Enterprise Fund Supported Debt Svc.	2,375,403	2,365,461	2,133,405	2,377,747	2,289,891	2,177,470	1,977,250	1,983,112	1,647,315	1,399,825	1,258,225
Golf Course Enterprise Fund Supported Debt Svc.	191,499	179,374	186,476	191,355	208,650	180,554	184,764	180,280	189,446	189,650	184,604
TOTAL Debt Service	12,371,897	11,842,705	11,709,680	11,839,648	13,181,480	15,643,892	19,434,504	20,498,116	18,974,854	19,798,021	21,239,861
General Fund Revenue	226,057,032	231,533,855	235,632,057	250,398,058	259,996,188	267,123,904	280,335,323	289,123,424	296,696,540	294,694,223	303,077,152
General Fund Revenue Without SBA Reimbursement	225,469,907	230,977,098	235,075,300	249,841,301	259,439,431	266,567,147	279,778,566	288,688,762	296,261,878	294,259,561	303,077,152
Water & Sewer Enterprise Fund Revenue	26,393,790	26,529,207	26,617,217	29,189,854	29,942,107	30,597,662	31,831,952	32,686,577	33,513,895	34,711,850	35,991,719
Golf Course Enterprise Fund Revenue	1,225,168	1,273,214	1,298,830	1,390,926	1,486,671	1,514,200	1,541,854	1,569,636	1,587,545	1,604,333	1,621,345
TOTAL Revenue of Funds Supporting Debt Svc.	253,675,990	259,336,276	263,548,104	280,978,838	291,424,966	299,235,766	313,709,130	323,379,637	331,797,980	331,010,405	340,690,216
General Fund Debt Service as a % of General Fund Revenue	4.3%	4.0%	4.0%	3.7%	4.1%	5.0%	6.2%	6.3%	5.8%	6.2%	6.5%
Net General Fund Debt Service as a % of General Fund Revenue ²	4.1%	3.8%	3.8%	3.5%	3.9%	4.8%	6.0%	6.2%	5.6%	6.0%	6.5%
Water & Sewer Enterprise Fund Debt Service as a % of Revenue	9.0%	8.9%	8.0%	8.1%	7.6%	7.1%	6.2%	6.1%	4.9%	4.0%	3.5%
Golf Course Enterprise Fund Debt Service as a % of Revenue	15.6%	14.1%	14.4%	13.8%	14.0%	11.9%	12.0%	11.5%	11.9%	11.8%	11.4%
TOTAL Debt Service as a % of Total Rev. Supporting Debt Svc.	4.9%	4.6%	4.4%	4.2%	4.5%	5.2%	6.2%	6.3%	5.7%	6.0%	6.2%

¹ The Lincoln School and High School projects were financed via a Debt Exclusion. Current funding plans for the Devotion School project assumes a Debt Exclusion.

² Excludes both the debt service (expense) reimbursed by the State for school projects and the reimbursement from the State (revenue).